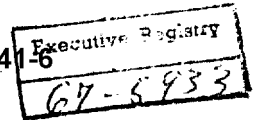


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19 December 1967

MEMORANDUM FOR: Director of National Estimates

SUBJECT: Progress Report on Exploration of Applications of  
Computer Technology to the Work of ONE

1. Since September when you asked me to concern myself with what ONE ought to be doing about computers and their use in our line of business I have concentrated on educating myself and the Office. I quickly reached the conclusion that almost none of us knew enough about computer technology to make intelligence judgments about its relevance to our work.

2. My education and information program for ONE has, to date, included the following:

a. I have consulted with a number of people around the Agency, who are knowledgeable in these matters, on their views of possible applications for ONE and on what they think we ought to do to raise our level of understanding and awareness.

b. I attended a two week conference at Oak Ridge, Tennessee on "Computers and International Relations" which was sponsored jointly by the Carnegie Endowment and the AEC. (This was a later version of a similar conference at Livermore, California, attended by [redacted])

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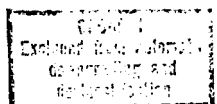
c. On my return from the Oak Ridge Conference I held a seminar attended by the Board and interested members of the ONE Staff, and by [redacted] and other Agency specialists. At this seminar I discussed the Oak Ridge Conference and my conclusions on the meaning for ONE of what I had learned there. A general discussion of the whole question of applications of computer technology to ONE's work followed.

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d. [redacted] and I arranged for the visit to ONE of Professor [redacted], distinguished authority on computer applications in the social sciences. Professor [redacted] spent a day at ONE, first being briefed on our mission and activities and then leading a discussion of modern data processing methods and their relevance to ONE.

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e. Two members of the staff attended the OTR three day course on computers, 12-14 December.

3. I have reached the following conclusions about the above activities.

a. It is possible in two week's time to learn, as I feel I did at the Oak Ridge Conference, enough about computers to make intelligent judgments about possibilities for future use and to respond more effectively to computer-processed materials.

b. The Oak Ridge Conference and Professor [ ] visit were extremely useful; the OTR course was not challenging enough for our staff people.

25X1

c. For some time, ONE's activities in this field should properly be in the field of educating ourselves and developing our ability to communicate with the specialists.

d. The specialists are ready and willing to engage in a dialogue with us on these matters. They realize that they must have our advice and assistance if they are to make this new tool useful in our field.

e. Other components of the Agency and the intelligence community will almost certainly make effective use of computers in the data processing and handling field long before the art has direct application for ONE.

f. It is, nevertheless, extremely important that we do not sit back and let others decide if and when attempts should be made at computer applications to intelligence estimating. If we are not on top of the subject, we are going to have to spend a lot of time fending off or getting out from under attempts at applications by enthusiastic and aggressive specialists. A reasonable amount of study of the field will enable us to handle the problem, but that reasonable amount cannot be stinted.

4. For the future I propose the following:

a. To send selected Board and Staff members to any future sessions of the Carnegie Endowment/AEC conference.

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b. To encourage Board and Staff members to attend other conferences or courses with the object of improving their knowledge and keeping up with the subject of computer technology.

c. To encourage one Board member and one Staff member to concentrate a bit more of their time, say a month out of the year, on keeping up with this subject and acting as ONE's specialists.

d. To invite selected specialists, like Professor  to come to ONE for a day or two of consultation and discussion on the general subject of new ways of approaching our job.

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e. To choose one specialist and invite him to spend a month or so in the office and then write a paper on prospects for the application of computer technology to intelligence estimating. (I would not propose to do this for another year or so, that is, until we are all better informed on the subject.)

f. To use an occasional Princeton Consultants meeting to discuss the mechanics of intelligence estimating and the prospects for application of new technology. I would suggest that for such an occasion selected specialists should be invited, along with the regular consultants.

5. In conclusion I should like to say that this exercise has emphasized in mind the importance of a continuing effort in ONE to assure ourselves that ONE does not become unexamined habit patterns and that we remain alert to opportunities for useful change.

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✓ Chief, Estimates Staff  
National Estimates

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conference at Livermore, California, attended by [ ]

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C. On my return from the Oak Ridge Conference I held a seminar attended by the Board and interested members of the ONE Staff, and by [ ] and other Agency specialists. At this seminar I discussed the Oak Ridge Conference and my conclusions on the meaning for ONE of what I had learned there. A general discussion of the whole question of applications of computer technology to ONE's work followed.

25X1

D. [ ] and I arranged for the visit to ONE of Professor [ ] distinguished authority on computer applications in the social sciences. Professor [ ] spent a day at ONE, first being briefed on our mission and activities and then leading a discussion of modern data processing methods and their relevance to ONE.

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for future use and to respond more effectively to computer-processed materials.

B. The Oak Ridge Conference and Professor  visit were extremely useful; the OTR course was not challenging enough for our staff people.

25X1

C. For some time, ONE's activities in this field should properly be in the field of educating ourselves and developing our ability to communicate with the specialists.

D. The specialists are ready and willing to engage in a dialogue with us on these matters. They realize that they must have our advice and assistance if they are to make this new tool useful in our field.

E. Other components of the Agency and the intelligence community will almost certainly make effective use of computers in the data processing and handling field long before the art has direct application for ONE.

F. It is, nevertheless, extremely important that we do not sit back and let others decide if and when attempts should be made at computer applications to intelligence estimating. If we are not on top of the subject, we are going to have to spend a lot of time fending off or getting out from under attempts at applications by enthusiastic

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4. For the future I propose the following:

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B. To encourage Board and Staff members to attend other conferences or courses with the object of improving their knowledge and keeping up with the subject of computer technology.

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D. To invite selected specialists, like Professor  to come to ONE for a day or two of consultation and discussion on the general subject of new ways of approaching our job.

E. To choose one specialist and invite him to spend a month or so in the office and then to write a paper on prospects for the application of computer technology to intelligence estimating. (I would not propose to do this

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